

# Bradshaw Papers

Who finds the heifer dead and bleeding fresh,  
And sees, fast by, a butcher with an axe,

But will suspect 'twas he that made the slaughter?

Shakespeare



# THE BIG STEAL

How the Money of the People  
Was Wasted to the Profit of  
Favorite Contractors in  
the Building of the  
Battleford Asylum



In vain we call old notions fudge,  
And bend our conscience to our dealing;  
The Ten Commandments will not budge,  
And stealing will continue stealing.

—Lowell

# THE BIG STEAL

In the political history of all the governments in Canada, where one party has been in office for a long period, there is some large public building or construction work in which the graft, inefficiency and extravagance of the administration seems to be crystallized. In Manitoba this was the case with the erection of the Parliament Buildings. In the last Liberal Administration in Ottawa there was the Grand Trunk Railway, by which the Dominion Treasury was looted to the extent of some \$40,000,000.

So in Saskatchewan, where for twelve years the Liberal party has entrenched itself by a prodigal expenditure of the public funds, by machine methods that have brought disgrace on the Province and landed members of Parliament and Government officials in goal, and driven others out of public life, there is the Battleford Asylum Which Has Already Cost the Province the Sum of \$1,712,210.

## THE CHARGE IN THE LEGISLATURE

It was in March, 1916, that Col. Bradshaw, Member of the Legislative Assembly for Prince Albert, made the following charge from his seat in the House:

"I, John Ernest Bradshaw, a member of this assembly, am informed and verily believe that I can establish by satisfactory evidence that the Asylum for the Insane at North Battleford has cost the Province, in consequence of graft, incompetence and connivance of officials of the Government, a very large sum beyond its proper actual cost;

"That many contracts in connection therewith were let without tender, or sufficient opportunity for tender, at excessive prices;

"That contracts were cancelled without cause, or proper cause and new ones given at increased and excessive prices;

"That in connection with the electric wiring of the said building gross irregularities prevailed to the public loss;

"That the Minister of Public Works knew and permitted such irregularities to exist and continue."

## ROYAL COMMISSION OPPOSED

Those who remember the grave impression which the laying of these charges made, not only in Saskatchewan but throughout Canada, will recall how strenuously the Government opposed the appointment of a Royal Commission of investigation and how it was only through pressure being brought to bear by the leading men of their own party that eventually forced its appointment. This Commission consisted of Sir Frederick Haultain, Chief Justice of Saskatchewan, Chairman; Judge Newlands and Judge Lamont.

The Commission sat for forty days in Regina and at their own request went to Victoria, B. C., to take the evidence of F. J. Robinson, late Deputy Minister of Public Works, and later Chairman of the Highways Commission, who was a material witness but was too ill to come to Saskatchewan.

Early in the progress of the investigation Counsel for the Opposition filed particulars of their charges alleging that in connection with the erection of the buildings there was an overpayment by the Government to the contractors of \$401,650. In view of the evidence that has been adduced and the reports that have been filed, there is reason to believe that these buildings cost \$450,000 more than they should have done under competitive tender, after allowing the contractor the highest possible margin of profit obtainable under such tender.

## ADVERTISING FOR TENDERS

One of the first matters inquired into by the Commission was with regard to the sufficiency of the advertising and the time allowed for tendering.

Three provincial newspapers were chosen for the insertion of the advertisements calling for competitive tenders—the Regina Leader, Saskatoon Phoenix and Battleford Press. In spite of the fact that the largest contractors lived in Winnipeg no advertisements were inserted in the Winnipeg nor in any newspaper outside of the province. Even the trade papers were overlooked.

The advertisement was inserted in the Regina Leader on July 22, 24, 26 and August 2 and 4. Tenders had to be in by noon August 5. As the last two issues were practically worthless in view of the time set for receiving tenders it is evident therefore, that, for the largest building in Saskatchewan, calls for tenders were inserted only in three issues of newspapers with extremely local circulation. The tenderers were allowed only eleven working days to take off the quantities, get prices from sub-contractors and from firms dealing in builders supplies, and it is clearly evident that it was not the wish of the department that the advertisement should be



given any wide publicity. There is in Fact a Strong Suspicion That the Letting of the Contract Was Pre-Arranged Before the Tenders Were Sent In.

## NOTICE IN SIMILAR CASES

In the case of the Parliament Buildings the contractors were given six weeks notice in which to get in their tender. The successful tenderers in the Parliament Buildings—Peter Lyall & Sons—got out the plans for the Asylum but returned them to the Government saying that They Were Unable to Prepare a Tender Within the Time Allowed. A. J. Rowley, who worked in the office of the Government Architects, and actually drew the plans, Swore That Storey Told Him Before Any Tenders Were Called for That it Was All Arranged That the Saskatchewan Construction Company Should Get the Job. D. D. Smith, the largest contractor in Western Canada said that he did not tender because It Was Understood Among the Contractors and Material Men That the Saskatchewan Construction Company would get the contract. William Wilson, of the firm of Wilson & Wilson, said he did not tender because his partner, who was a prominent Liberal, told him it would be a waste of time as "the matter was already arranged."

## THE TENDERS

Only three tenders were sent in for the Main Building:

Parsons Construction Company .....	\$463,000
R. J. Lecky Company, Limited .....	452,500
Saskatchewan Building Construction Company .....	446,906

There is good ground for belief that the First Two of the Above Firms Submitted Fake Tenders at the Request of the Saskatchewan Building Construction Company. They did not enclose any deposit cheques with their tenders and the lump sums of these two tenders create a suspicion as to their genuineness.

Tenders for the Power House, the Plumbing, Heating and Electrical Work for the Main Building were called for on April 4th, requiring that tenders be in by April 13th. By request the time for filing tenders was extended until April 20th. Nine witnesses swore on the stand that proper competitive tenders could not be submitted in less than thirty days from the date of calling for them. Three firms tendered for this work:

Cotter Brothers of Winnipeg .....	\$269,000
North Western Electrical Company .....	252,000
Regina Plumbing and Heating Company .....	242,540

The Regina Plumbing and Heating Company got the contract but they sub-let the construction of the Power House to the Saskatchewan Building Construction Company and the electrical work to the North Western Electric. Bishop of the Saskatchewan Construction Company, Parsons of the Parsons Construction and Engineering Company and F. J. Robinson, late Deputy Minister of Public Works, were financially interested in the North Western Electric.

## A SUDDEN CHANGE

Evidence given before the Royal Commission disclosed one piece of evidence with regard to the letting of this tender, that is interesting. Mr. Coltman had estimated the plumbing and heating contract at \$176,000. A conference at which the Hon. J. A. Calder, the Hon. A. J. McNab, Mr. Carpenter, Deputy Minister and Mr. Coltman were present went over the several items and suggested reductions of \$25,000, yet, in spite of this, a few days later, the tender was returned to the Regina Plumbing and Heating Co., signed by the Hon. A. J. McNab and in place of the reduction of \$25,000 there was an increase of \$60,000 over Mr. Coltman's estimate. None of Those Who Gave Evidence Were Able to Explain This Sudden Change of View.

## GOVERNMENT ESTIMATES AND TENDERS

How then did these tender prices compare with the estimates made by the Government Architects? On January 28, 1911, Storey and Van Egmond wrote to the Government enclosing plans and specifications and estimating the cost complete at \$446,000 which was \$246,440 lower than the tenders. That is to say:

Tender for Construction .....	\$446,900
Tender for Power House, Heating, Plumbing and Lighting...	245,540
Total Contract Price .....	692,440
Architect's Estimate .....	446,000
Difference in Favor of the Contractors .....	246,440

The Government's architects estimate of the cost of the work included in the contract awarded to the Regina Heating and Plumbing Company was \$175,000. This was a liberal figure and yet the contract was awarded at \$242,540 or \$69,540 above the Government's estimate. This brought forth a protest from Mr. Storey who said that such a price was "Damned Nonsense."

## AN ENORMOUS PROFIT

During the hearing of the Royal Commission five experts, who are regarded as the leading men in their line in Western Canada, presented a joint report showing up the Excess Profits on the Regina

Plumbing and Heating Company's Contract Over and Above a Business Profit of Twenty Per Cent, Amounting to \$108,529.55, out of the total of \$245,540. This was made up as follows:

Actual Valuation of the Work .....	\$198,814
Excess Profit on Contract .....	46,725
Work Omitted in Contract Paid for by Government .....	22,846
Excess Work Paid for But Not Done .....	38,958
Total .....	\$108,529

## CONTRACTS LET WITHOUT TENDER

Save in the above two instances the Government made no attempt to advertise for tenders for the rest of this \$1,712,210 expenditure. Contracts in the neighborhood of one million dollars were let by the Government to "favorite contractors" without the formality of a tender. For example for the Second Unit, the Government said that contracts were being called. The only tender of which there is any trace was sent in by the Saskatchewan Construction Company for \$129,000 and was awarded to them.

The following were awarded without real tender:

First unit extension.

Second unit-extension.

Laundry.

Barn.

Cottages.

Warehouse.

Reservoir and Trenches.

River Pump Work and Trenches.

Sewage Disposal Works.

Service Water Disposal.

All Contracts for Plumbing and Heating Other than the Main Building.

There were three ways of awarding these contracts. The Government would write to some favored contractor enclosing plans and specifications asking for a quotation. The contractor would reply "Our price is so and so," and the Government would write back, "Your price is accepted." In other cases the contracts were let verbally by the Minister of Public Works without any price being specified, while in others the contracts were commenced and in part performed before a price was submitted.

It is Little Wonder That Under These Circumstances the Battleford Asylum Cost the People of Saskatchewan Nearly Half a Million Dollars More Than it Should Have Cost on the Most Liberal Basis.

## PROFITS ON MAIN BUILDING

How then was this difference in the estimate of the Architect and the amount paid to the contractors made up? According to the sworn testimony of witnesses before the Commission the Main Building cost \$97,437.32 exclusive of plumbing, heating and electrical work more than it should have done on the most liberal basis. This is accounted for as follows:

Excess on Contract Price .....	\$58,195
Value of Work Included in Plans and Specifications but Omitted by the Contractors .....	22,202
Total .....	\$97,437

An examination of the evidence submitted will show how some of these items were padded at a direct loss to the people of Saskatchewan. The contractors charged the Government \$1.50 a yard for scooping out the foundation. The ground was loose sand and did not even need to be ploughed. Other contractors swore that they could make money at 30 cents a yard for this work. Similar work on contracts in Regina where the ground had to be ploughed and scooped was done at prices varying from 22½ cents to 35 cents per yard.

## MORE EXORBITANT CHARGES

For excavating footings, which were only scraped out, the contractors charged \$2.50 per yard. Footings in the McCallum-Hill building at Regina, the highest in the province, were dug out of clay and hauled over a mile for 80 cents per yard.

For reinforced concrete footings the Saskatchewan Government paid \$17 per yard. Yet the Mathers Commission in Winnipeg found the price of \$12 per yard paid by the Roblin Government was excessive.

The Government paid for cement on the ground as high as \$4 a barrel yet it could be purchased in Battleford by anyone at \$2.85 a barrel.

The Government paid the contractors \$1.50 per yard for sand on contract and \$2.50 per yard on Force account. Letters on the contractors' own files show that they offered to supply the same sand for others at 50 cents per yard.

## FURTHER FRAUDS COMMITTED

But Not Only Was the Government and Therefore the People of Saskatchewan Defrauded of Large Sums Through These Exorbitant Prices But in Many Cases the Contractors Deliberately Skimped the Work Leaving Out Material by the Carload but Making No Deduction From the Contract Price. The following are some of the examples:



The walls and all partitions on being measured were found to be ten inches in height less than that called for on the plans. In view of the fact that the building was almost half a mile round it will readily be seen that many carloads of bricks were saved. Over 60,000 bricks in gauged mortar were omitted but the people of Saskatchewan paid for them. 472,000 face bricks at \$18 a thousand were used. The government paid for 565,000.

Carloads of lumber were left out of the roof. It was to be supported by cross braces and sway braces consisting of long heavy planks but all cross and sway braces were omitted by the contractors thus weakening the roof. Ceiling joists were inserted every 16 inches instead of every 12 inches as the plans called for. Joists in the roof were required to be spaced two feet apart but were put in at four feet apart. The contractors thus supplied half the number called for by the plans and the people paid for double the number supplied.

Maple floors were to be put in the basement. The contractors substituted a cheap cement finish but were paid for the maple flooring. In addition to this the contractors asked for an extra sum for the cement they substituted and it was paid.

No less than 76,210 copper ties to bind the brick work in the walls were paid for but not supplied, galvanized ties which are 60 per cent cheaper were substituted.

The partitions in the Administration Building were of wood and metal lath instead of tile as called for. Basement walls were built of cement instead of brick as required.

## THE "DEFRAUDING" OF THE PEOPLE

The slate floors were omitted from the Hydro rooms but the people of Saskatchewan paid.

No gravel was placed below the basement floor as specified in the contract, but the people of Saskatchewan paid for 552 cubic yards.

The corridor walls were specified six inches thick; they measured only four inches, and the contractors pocketed the difference.

1140 feet of lumber was omitted from the closets but the people paid for it.

Throughout all the building the specifications called for B. C. clear Fir No. 1, but Prince Albert Spruce was substituted and no deduction made in price.

One coat of plaster amounting to 12,419 yards was omitted from the ceiling although the full amount was passed and paid for. One coat of paint was omitted from the roof. One coat of pitch was omitted from the basement walls.

Sixty automatic fire devices at \$14.80 were omitted from the fire doors although they were called for in the contract and charged for.

These are only a few of the different ways in which the contractors skimmed their job and swindled the people of Saskatchewan who footed the bill. The Government inspectors passed the work certifying that the work was done and the materials supplied according to contract.

## PLUMBING UNSATISFACTORY

Nor was the plumbing contract any more satisfactory from the people's point of view. Cheaper piping than that specified and paid for was used throughout, and tile drains used in place of cast-iron pipes. There is one item in the Plumbing and Heating contract that amounts to a positive scandal. The specifications called for a temperature control system which was automatically to control the fires and the radiators in the different rooms. The cost of installing this control was estimated at \$8,000 by the Government architect. It was not installed and a deduction of only \$3,200 was made for its omission. That is to say, \$4,800 was allowed for installation although the apparatus was deliberately omitted. W. J. Colman, late Building Inspector, swore that the Deputy Minister of Public Works had suggested to him that the temperature control be left out and nothing be said about it.

That the work of the Regina Heating and Plumbing Company was unsatisfactory throughout is evidenced by the Government's own officials. G. J. Grindly, the engineer who was appointed by the Government to take charge of the Battleford plant, complained in a letter to the department to which he attached a long list of unsatisfactory work. This letter concludes as follows:

## OFFICIALS COMPLAIN

"What I want to be explicit on is that the second engineer, the plumber and myself want the department to know that we are not satisfied with the Contractors' work."

Dr. J. W. MacNeil in his report to the Department of April 30, 1915, says of this work:

"The general layout of the steam mains, auxiliaries, etc., are not up to the standard they should have been.

"Probably the general run of plumbing work and hot and cold water service installation is the largest work we have. The workmanship and material in many cases is far from being of high class quality."

## ATTEMPT TO PATCH UP

Following the appointment of a Royal Commission an attempt was made, presumably under the advice of the Government, to cover over some of the deficiencies. A gang of men was put to work last spring trying to put things straight before the experts working for Col. Bradshaw visited the building. The Work Was Done Secretly and the Men Employed Were Warned Not to Allow Any Stranger to Approach Near the Building Nor to Say Anything About the Work They were Engaged Upon Under Threat of Instant Dismissal. This Was Nearly Two Years After the Work on the Main Building Had Been Completed and Paid for.

## GRAVE IMPROPRIETIES IN EXTRAS

But apart from the omissions and the scamped work there is a grave suspicion with regard to many of the "extras" which the contractors included in their bills and which were duly passed and paid for.

Within a few days after the contract was let and almost before the ink was dry the contractors wrote the Government suggesting that the footings should be increased by fifty per cent. as they had found quicksand. Saskatchewan Government contractors have a habit of "finding quicksand". Even in Regina clay the Parsons Construction Company found quicksand when excavating for the Regina jail. The contractors reported the nature of the soil to the Government architects and the latter Wrote to the Government That the Footings Were Satisfactory and Did Not Need to Be Increased. Yet in the Face of This Recommendation the Deputy Minister Took it Upon Himself to Increase the Footings by 50 Per Cent. As a matter of fact, if there had really been quicksand the enlarging of the footings would only have aggravated the trouble. The only possible remedy would have been to drive piles as was done at the Regina jail.

## MORE MONEY SQUANDERED

The Saskatchewan Construction Company, in spite of the reported quicksand, drove no piles and by the sanction of the Deputy Minister, F. J. Robinson, and against the advice of the architect, no less than \$15,179 of the people's money was squandered on increasing the footings.

Yet even then the contractors were not satisfied. When the Inspector came to measure up the footings he found that they had

only been increased by an average of 41 per cent. instead of 50 per cent. In spite of the Report of the Inspector as to the Shortage the Government Paid in Full the 50 Per Cent. Increase.

For a trifling alteration in the Fan rooms which should have cost not more than \$38 the Government paid \$364. An "extra" for concrete floors in the toilet room cost the Government \$2,030. A liberal estimate of the cost was \$240. For painting the concrete floors the Government paid \$2,535. The ordinary price for such work would be \$818.

## ANOTHER BIG JUMP IN PRICE

Scores of similar cases of "extras" for which the people of Saskatchewan were mulcted excessive sums through the negligence or inefficiency of those who should have guarded their interests, could be cited. One glaring example of such wasteful prodigality may be noted:

Ernest Brown, late Deputy Minister of Public Works, drew plans and specifications for sewage disposal and waterworks. He estimated the cost as follows:

Sewage Disposal .....	\$25,000
Water Reservoir .....	15,000

James Goyan, Government architect of Ontario, wrote to the Saskatchewan Government as to the cost of sewage disposal and waterworks in order that he might compare it with a new asylum being built by the Ontario Government. The Deputy Minister of Saskatchewan estimated the cost at \$45,000.

Yet when the bill for these works was presented instead of the \$40,000 or \$45,000, it was found to have cost over \$194,000 made up as follows:

Water Supply .....	\$ 97,000.98
Sewage Plant .....	97,608.23
Total .....	\$194,680.21

This work was done on schedule account. That is the contractor was paid the same price per cubic yard for the reinforced concrete as in the foundation for the main building under contract.

George H. Power of Toronto and Winnipeg, who is recognized as one of the ablest engineers in Canada, put in the sewage disposal and waterworks system at North Battleford, at the same time that the Government was installing the Asylum system. The rate of wages was the same, the soil the same and the two systems only four miles apart. Power Appraised the Asylum System and Swore on the Stand That it Cost the Government at Least \$83,470 More Than It Should Have Done.

## FALSE RETURN BROUGHT DOWN

And in order to cover up this reeking scandal The Government Brought Down a False Return in the Legislature in Answer to An Inquiry Directed by Mr. Willoughby. The contractor's foreman when shown the plans produced by the Minister of Public Works stated that the plans did not correctly represent the work as executed but that they showed three times the work that was actually done.

## ARCHITECT'S FEES. SOMETHING WRONG SOMEWHERE

Ernest Brown, before he entered the Government's employ, drew the plans and specifications for the Waterworks and Sewage Disposal. For these services he was entitled to fees amounting to  $2\frac{1}{2}$  per cent. of the estimated cost \$40,000 or a total sum of \$1,000. Brown was then appointed Deputy Minister of Public Works and therefore did not look after the construction of the Sewage Disposal works or the Waterworks as Consulting Engineer. But he asked Van Egmond to act as his agent and oversee the construction. The latter casually glanced over the sewage disposal and waterworks just as a farmer might glance over a new fence.

For This Short Inspection He Rendered the Government a Bill for \$4,681.70 Being  $2\frac{1}{2}$  per cent of the Contract Price.

Ernest Brown, the Deputy Minister, Passed the Bill and Van Egmond Drew the \$4,861, of the Money of the People. Van Egmond Kept \$100 and Handed the Balance Over to the Deputy Minister.

This Was a Deliberate Steal. The Minister, Hon. A. P. McNab Swore He Had no Knowledge of it.

And how about the architect's fees for the work? According to the Government return to the Legislature the architects were paid \$59,729.86 for their work on the Asylum. At the ordinary architects' rate they would be entitled to only \$38,846.73, leaving a balance of \$20,883.11 as overpayment.

Where did this money go to? Van Egmond Swore He Never Received it. The Government Claims it Was a Mistake in Their Return. But the printed Government reports show the same sum as paid to the architects. If it was a mistake the auditors must have made the same mistake in their printed returns. And if This Is a Mistake Is it a Solitary Instance Or Are the Whole Returns of Expenditure False and Misleading.



## PADDING THE PAYSHEETS

Much of the work done by the Regina Plumbing and Heating Company was done on Force account. That is the contractor was to be paid the actual cost of labor plus ten per cent. for his profit. Such a small profit on a Government job did not meet the contractors views and paysheets and material lists were padded while the Government Inspector connived at the frauds by certifying the amounts and time as correct.

On examination of the vouchers submitted by the Regina Heating and Plumbing Company it was found that Men Were Working in Two or Three Places on the Same Day. Day After Day Different Men Were Shown to Be Working Eighteen, Nineteen, Twenty-four and as High as Twenty-seven Hours in a Day.

There is the case of W. O. Smith, contractors' foreman. Day after day the vouchers showed that he was paid for from eighteen to twenty-seven hours work in a single day. The Government Paid for This Plumber's Services as High as \$20.25 for a Single Day of Twenty-four Hours. Scores of workmen were put on the lists in the same way. A Machine Which Was Used for Cutting Pipes Was Also Put on the Pay List and Drew Wages.

In cases where the Inspector's weekly Time Sheets Showed Seven or Eight Plumbers on the Job the Plumbers Account to the Government Showed Thirteen or Fourteen Working That Day and This Would Be Certified as Correct by the Inspector. In Many Cases the Same Men Were Shown to Be Working on Two and Sometimes on Three Jobs at the Same Time.

Harry Read, Manager of the Regina Heating and Plumbing Company, Admitted That the Time Sheets Were False and the Names Fictitious but swore that the amounts were correct. Yet a sworn declaration presented to the Government with sheets stated that the items were correct. If the time sheets were false and the names fictitious, it is not unreasonable that the statements were "cooked" for the benefit of the contracting company and to the loss of the people of Saskatchewan.

## MORE "COOKING" OF PAYSHEETS

The time sheets of the Saskatchewan Construction Company on which the Government paid their force account also show more glaring discrepancies. They do not tally with the Company's payments to the men. Teams for Which the Contractors Paid \$6.00 a Day Were Charged at \$7.50 to the Government. Men, Who Drew 25c an Hour From the Contractor Were Put on the Bills Paid by the Government at 30 cents an Hour. Men on the Government Pay

Lists do not appear on the Contractors Sheets at All. In one day the Government paid \$4.40 per team for three teams which did not work at all.

And in addition to all this fraudulent padding the Government paid the stipulated profit of 10 per cent. One Paysheet Taken at Random for a Day Showed That the Government Was Defrauded for \$36 for Labor Which Was Never Performed.

Nor was the fraud confined solely to the paysheets. The average price of common brick during the years of construction was \$10.38 per thousand but it was charged to the Government at \$16.25 per thousand. Cement which cost \$2.85 per barrel was charged to the Government as if it cost \$4.00 a barrel. Lumber was charged at \$26 per thousand when the actual cost to the contractor was \$21.50 less 13% discount. And the contractors drew an additional profit of 10 per cent. for handling this material.

## INCOMPETENCE AND FRAUD

It would not be possible within the limits of this pamphlet to enumerate a tithe of the glaring incompetence that was revealed by the evidence given before the Commission. A few examples may however be cited. Through an error the Power House grade was lowered three feet and filled in again at a cost of \$4,600. The People of Saskatchewan Paid for the Blunder. Iron grills were bought and placed on the hundreds of windows. They were afterwards removed and the holes puttied up and painted over. The kitchen chimney would not work until a motor fan was installed and the installation system, which cost \$12,000, was useless until an additional \$11,145 was spent on fans, motors, etc., to get it into working order. The Government had to purchase steel and trusses to brace up the Laundry floor and the boiler room roof on account of faulty construction.

Before closing this short history of The Big Steal attention might be directed for a short space to the financial dealing between the contracting firm, the Regina Heating and Plumbing Company and certain Government officials.

## MONEY "LOANED" TO OFFICIALS

The cheques of the contracting company show that during the period in which they had contracts with the Saskatchewan Government, the sum of \$2,000 was paid by the Company to the Arcola Light and Power Company in Which the Leading Shareholders Were R. J. Robinson, Late Deputy Minister of Public Works and Now Chairman of the Highways Commission and Ernest Brown Who Acted as Deputy Minister During the Greater Portion of the Contract period.

Cheques Totalling \$3,061.45 Were Paid by the Company Direct to Ernest Brown, Deputy Minister. The Regina Plumbing and Heat-